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Programme planning

Proposed strategic framework for the period 2016-2017

Part two: biennial programme plan

Programme 12
Human settlements

Contents

		Page
Overall orientation		2
Subprogramme 1.	Urban legislation, land and governance	6
Subprogramme 2.	Urban planning and design	8
Subprogramme 3.	Urban economy	9
Subprogramme 4.	Urban basic services	10
Subprogramme 5.	Housing and slum upgrading	12
Subprogramme 6.	Risk reduction and rehabilitation	13
Subprogramme 7.	Research and capacity development	15
Legislative mandates		16

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Overall orientation

12.1 The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the United Nations Centre for Human Settlements (Habitat) into UN-Habitat, and the Commission on Human Settlements into the Governing Council of UN-Habitat.

12.2 The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (General Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

12.3 Through its resolution 24/15 of 19 April 2013, the Governing Council of UN-Habitat approved a six-year strategic plan for the period 2014-2019, which will be implemented through three successive biennial strategic frameworks and programme budgets, for 2014-2015, 2016-2017 and 2018-2019. The strategic direction of the framework would be derived from the post-2015 development agenda, once approved by the General Assembly, and from the outcome of the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III), scheduled to take place in 2016.

12.4 Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with more than 50 per cent of humanity now living in urban areas and 6 out of every 10 people in the world expected to be residing in urban areas by 2030. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population.

12.5 Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly to global warming and up to 70 per cent of the world's total greenhouse gas emissions. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

12.6 Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and

an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater.

12.7 Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects in some parts of the world. The slump in economic growth could adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. However, some countries, including many in Africa, have experienced positive economic growth in recent years, thus opening up opportunities for planned urbanization to contribute significantly to sustainable development.

12.8 Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.

12.9 In addressing the above challenges in line with the strategic plan, UN-Habitat will implement its programme of work through its thematic branches and regional offices. In that respect, the thematic branches and regional offices that are coordinated by the Programme Division will implement the following seven subprogrammes:

(a) Subprogramme 1: Urban legislation, land and governance;

(b) Subprogramme 2: Urban planning and design;

(c) Subprogramme 3: Urban economy;

(d) Subprogramme 4: Urban basic services;

(e) Subprogramme 5: Housing and slum upgrading;

(f) Subprogramme 6: Risk reduction and rehabilitation;

(g) Subprogramme 7: Research and capacity development.

12.10 The main strategies that UN-Habitat and partners will employ in addressing the human settlements and urbanization challenges include advocacy efforts to raise awareness on sustainable urbanization issues; providing evidence-based policy advice; building capacities; developing tools, norms and standards based on best practices; implementing demonstration projects; and providing assistance to Governments, local authorities and other public institutions responsible for urban issues. Through its outreach and communications strategy, UN-Habitat will complement those efforts in order to increase public knowledge and strengthen existing partnerships.

12.11 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to governance, legislation and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by member

States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

12.12 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity.

12.13 Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, the creation of decent urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication, as applicable to urban development.

12.14 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.

12.15 Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums.

12.16 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response.

12.17 Subprogramme 7, Research and capacity development, will report the results of global monitoring and assessment to Governments and Habitat Agenda partners through the *World's Cities Report*. It will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge. The subprogramme will provide expertise in developing institutional and individual capacities.

12.18 In implementing the subprogrammes, UN-Habitat will continue to use the matrix structure in which each branch works closely with the four regional offices that play a critical role in implementing programmes and projects at the country and regional levels, under the Programme Division, which also integrates the operational and normative work. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. Regional offices will operate, where possible, within the United Nations Development Assistance Framework.

12.19 UN-Habitat will continue to implement an advocacy, outreach and communications strategy supporting the dissemination of the normative and technical work, in order to strengthen the corporate image and positioning of the programme, increase outreach and disseminate key messages to enhance global awareness and sensitization on sustainable urbanization issues. Habitat III, the biennial World Urban Forum, the World Urban Campaign, World Habitat Day and awards programmes, as well as national urban forums and national urban campaigns, are some of the key global advocacy platforms on human settlement issues and for cooperation with Governments and Habitat Agenda partners.

12.20 In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, UN-Habitat will assess the gender implications of all planned normative and operational programmes, and work with the Advisory Group on Gender Issues to enhance gender sensitive interventions and policies that support women. Moreover, UN-Habitat, through the Programme Division, will continue to mainstream three other cross-cutting issues, namely, youth, human rights and climate change, throughout the seven subprogrammes, and ensure that those issues are incorporated into the design and implementation of all policies, knowledge management tools and operational activities. The Project Advisory Group will ensure that the cross-cutting issues are consistently and systematically incorporated into all project documents, including those to be implemented in countries that are not beneficiaries of operational activities for development of the United Nations system.

12.21 During the 2016-2017 biennium, UN-Habitat will continue to strengthen results-based management in line with Governing Council resolution 24/15. To strengthen programmatic coherence and alignment in programme implementation and ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will hold annual programming retreats aimed at developing an organization-wide annual workplan. UN-Habitat will continuously track the progress made in implementing the strategic plan and the work programme and budget through the project accountability and accrual system, and report back through the annual progress report. UN-Habitat will undertake evaluations on three levels: corporate evaluations of strategic significance, programme and project evaluations, and self-evaluations of all projects that will have closed during the biennium. Other specific evaluations, including impact evaluations, will be prioritized and conducted as planned. The programme of work will also incorporate lessons learned, best practices and the conclusions and recommendations of the sessions of the World Urban Forum. Special efforts will be made to promote North-South and South-South cooperation and the exchange of experiences, as well as triangular cooperation.

12.22 Acting as the Habitat III secretariat, UN-Habitat will provide substantive support to intergovernmental negotiations on the outcome document of Habitat III, entitled "New Urban Agenda", at both the regional and global levels. This will include finalization of Habitat III regional reports on progress in the implementation of the Habitat Agenda and other international goals and targets relevant to housing and sustainable urban development. The reports will synthesize the findings of Habitat III national reports. A global report synthesizing the findings and conclusions of regional reports will also be finalized by the Habitat III secretariat during the biennium 2016-2017. UN-Habitat will support the organization of the third and final meeting of the Preparatory Committee for Habitat III. Finally, the Habitat III secretariat will provide substantive and logistical support to the organization and servicing of the Habitat III Conference itself, especially the preparation of the final Habitat III outcome document, entitled "New Urban Agenda".

12.23 In executing its programme of work, UN-Habitat will cooperate and collaborate with United Nations funds, agencies and programmes and work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy.

Subprogramme 1
Urban legislation, land and governance

Objective of the Organization: To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	(a) Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people	(b) Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners
(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(c) (i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed guidelines that take into account the guidelines on decentralization and access to basic service for all

	(ii) Increased number of partner local and national governments that have adopted local crime prevention strategies

Strategy

12.24 The expected accomplishments will be achieved through global advocacy efforts; the provision of upstream policy advice in the areas of urban legislation, land, governance and safety; the formation of partnerships with Habitat Agenda partners; and the development of the capacity of local and national governments in the use of tools, methodologies and approaches. The strategy for achieving the expected accomplishments is as follows:

(a) In terms of urban legislation, UN-Habitat will focus on supporting local and national governments and Habitat Agenda partners in utilizing specific methodologies for legal assessments and reform in core areas such as land, planning and decentralization, with a view to developing a substantial portfolio of country-level projects through the provision of such services. This will be supported by the Urban Law Database, which will contain a collection of relevant, innovative and current legislation and will be utilized to support peer-to-peer exchange and learning through comparative analysis and study. UN-Habitat will be supporting the implementation of national urban policies and planned city extension and densification exercises;

(b) With regard to land, the Global Land Tool Network and its 60 partners will be the key vehicles for the achievement of the expected accomplishments. At the global, regional and national levels, advocacy for the continuum of land, targeting national and local governments and Habitat Agenda partners, will continue in order to support their endorsement and application. Tools will also be developed to support city extension/densification and other in-demand exercises and capacity development and partnership support for the regional, national or local government entities applying them. Significant country-level work to improve tenure security and access to land will be conducted through phase II of the Global Land Tool Network, which started in 2012;

(c) In the area of governance and safety, global, national and local advocacy will continue to focus on enabling effective and collaborative forms of multilevel governance that empower cities and human settlements and build dialogue between spheres of government. At the national and local levels, UN-Habitat will support governments and Habitat Agenda partners in applying capacity assessment and development tools in the areas of inter-municipal cooperation; the Global Network on Safer Cities and operational joint programmes on women and girls' safety will be key vehicles to strengthen urban safety through a city led, multisectoral and multi-stakeholder approach;

(d) Regarding cross-cutting issues, a key focus will be put on youth as assets and agents of change, especially concerning land, governance and safety. Gender equality will be advanced through specific projects on the empowerment of women.

Subprogramme 2
Urban planning and design

Objective of the Organization: To improve policies, plans and designs for more compact, better integrated and connected, socially inclusive and climate-resilient cities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	(a) Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities
(b) Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities	(b) Increased number of partner cities, that have adopted policies, plans or designs for compact, integrated and connected cities and neighbourhoods
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	(c) Increased number of partner city, regional and national authorities that have adopted policies, plans or strategies that contribute to climate change mitigation and adaptation

Strategy

12.25 The strategy for achieving the expected accomplishments is as follows:

(a) Promoting, within the context of decentralization and multilevel governance and through multi-stakeholder processes, a number of critical principles, such as optimizing the population and economic density of urban settlements, where appropriate, ensuring mixed land use, diversity, better social capital, innovation and improved connectivity in order to take advantage of agglomeration of economies and to minimize mobility demand. In particular, the new approach will emphasize the need to plan in advance for urban population growth, on a scale commensurate with the challenges faced, in a phased approach and with a view to fostering job creation and the development of social capital. Particular attention will be paid to harnessing synergies derived from integrating land use and transportation system planning;

(b) Improving urban planning and design at the national, regional and local levels will be operationalized within the framework of decentralization, as broadly provided for by the international guidelines on decentralization and the strengthening of local authorities and other key UN-Habitat documents;

(c) Developing, at the regional and global levels, a set of tested approaches, guidelines, frameworks and tools to support the management of growth and improved sustainability, efficiency and equity of cities through national urban policies, planning and design on various scales, including slum and neighbourhood, city, regional, national and supranational scales;

(d) Developing capacity at the local, national and global levels, supported by dedicated strategies and programmes, including human resources development,

tool development, organizational development and institutional strengthening components. Particular attention will be placed on strengthening collaboration with planning schools, urban planning associations and local government organizations;

(e) Performing a catalytic role by reinforcing existing partnerships, and establishing new strategic partnerships with agencies of the United Nations system and with non-governmental organizations, educational establishments, scientific institutions and professional bodies.

Subprogramme 3
Urban economy

Objective of the Organization: To improve urban strategies and policies that promote inclusive economic growth, sustainable livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(a) (i) Increased number of partner cities that prepared local economic development plans (ii) Increased number of partner cities that set priorities based on local economic assessment
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women	(b) Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	(c) Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance

Strategy

12.26 The subprogramme promotes local, regional and national authorities to adopt or implement inclusive policies and strategies that are supportive of local economic development, the creation of equitable economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy for achieving the expected accomplishments is as follows:

(a) Sharing knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raising awareness among mayors, city managers and urban professionals of the economic benefits of good urban form, and providing technical tools and advisory services on spatial economic analysis to support planning decisions and urban and economic development projects; and creating, through training and coaching, a community of local economic development practitioners to facilitate knowledge-sharing and the capacity-building of local governments in local economy assessment, planning and implementation;

(b) Improving the quality and impact of one-stop centres through advisory and capacity-building services that are focused on providing content development, innovations, benchmarking and upscaling, and on linking skills development to labour market surveys and local economic development initiatives; expanding and diversifying the resource base of the Urban Youth Fund by supporting the establishment of national windows and fostering partnerships, with special focus on the governance and employment streams; establishing an alumni network among Urban Youth Fund recipients; increasing the capacity of youth groups, non-governmental organizations and local authorities to mainstream the youth agenda into urban development policies, strategies and programmes using lessons, models and insights derived from operational projects; and raising awareness among all relevant stakeholders about emerging key urban youth issues through the UN-Habitat State of Urban Youth Report;

(c) Building the technical and institutional capacity of local authorities, particularly in Africa, to implement necessary institutional and legal reforms to generate additional revenue through innovative endogenous instruments; mainstreaming urban economy issues into national economic development planning processes; and providing capacity-building support to national Governments for scaling up the application of innovative urban and municipal financing instruments.

Subprogramme 4
Urban basic services

Objective of the Organization: To increase equitable access to urban basic services and the standard of living of the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities	(a) Increased number of partner local, regional and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all
(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor	(b) Increased amount of investments into urban basic services catalysed by UN-Habitat programmes in partner countries
(c) Increased coverage of sustainable urban basic services in targeted communities	(c) (i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions (ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions

(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions

Strategy

12.27 A key focus of subprogramme 4 is on supporting local, regional and national authorities responsible for urban and human settlements issues in developing and implementing policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor. The strategy for achieving the expected accomplishments is as follows:

(a) Regarding access to sustainable urban basic services, the subprogramme will support local, regional and national authorities in strengthening their legislative and institutional frameworks for the expansion of equitable access to urban basic services. Efforts will focus on advocacy and networking on basic services to contribute to the post-2015 development agenda, as and when approved by the General Assembly, through collaboration with the United Nations inter-agency coordination mechanisms on water resources and energy (UN-Water and UN-Energy), the technical working group of the Secretary-General on transport, regional economic commissions and intergovernmental bodies. Support will also be given to national and subnational policy and sector reform processes to develop and implement pro-poor policies. To achieve this, the subprogramme will strengthen its involvement in the development of country support strategies through active engagement with other United Nations partners. The subprogramme will also support the implementation of the international guidelines on decentralization and the guidelines on access to basic services for all, and the development and dissemination of toolkits, standards and guidelines as valuable tools for expanding access to urban basic services;

(b) To increase the flow of investments into urban basic services, the subprogramme will build a broad range of innovative, strategic partnerships, especially those with regional development banks, regional economic commissions and the private sector. Existing partnerships with the regional development banks will be strengthened to provide pre-investment support and technical assistance to partner countries. It will also continue to strengthen its work with the private sector to channel financial support to expand access to urban basic services. Pro-poor financing mechanisms will be developed to mobilize support for the poor and vulnerable groups;

(c) Regarding the use of sustainable urban basic services, the subprogramme will support programmes and projects aimed at enhancing the use of sustainable urban basic services in partner cities. A rights-based approach will be promoted to enhance effective collaboration between duty bearers and rights holders in improving access to basic services. It will continue its support to the Special Rapporteur on the human right to safe drinking water and sanitation to ensure that those services are available, accessible, safe, acceptable and affordable for all without discrimination. Consumers and users of urban basic services will also be engaged to promote sustainable consumption practices through awareness and education programmes.

Subprogramme 5
Housing and slum upgrading

Objective of the Organization: To improve access to sustainable adequate housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	(a) (i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles
	(ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions
	(iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools
(b) Improved slum upgrading and prevention policies, strategies or programmes	(b) (i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies
	(ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes
(c) Enhanced capacity of slum communities to partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums	(c) (i) Increased number of partner countries that are enabling equitable community representation in coordinating bodies such as the national Habitat committees
	(ii) Increased number of partner countries where communities are empowered to lead and implement initiatives

Strategy

12.28 In 2013, the Governing Council adopted the Global Housing Strategy framework aimed at assisting Member States in working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly on reducing unlawful forced evictions. The strategy for achieving the expected accomplishments will be as follows:

(a) The improvement of housing policies, strategies and programmes will be done through the provision of policy advice, technical support and capacity development to national and local authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the Global Housing Strategy. The strategies will also include the promotion of increased access to adequate housing, slum upgrading and prevention, and community development through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the national and local levels; and support for the implementation of operational activities. Furthermore, support will be given to countries to translate their strategies into programmes and develop and implement their sustainable building codes;

(b) In partnership with the political support of the African, Caribbean and Pacific Countries secretariat, UN-Habitat will support the implementation of slum upgrading and prevention policies, strategies or programmes through the participatory slum upgrading programme, in African, Caribbean and Pacific countries. Lessons learned and capacity built will be leveraged for an upscaling at the community, city and national levels, globally. UN-Habitat will provide policy advice, technical assistance and capacity development to support national and local authorities in developing slum upgrading and prevention policies, strategies and programmes to address one or more of the slum deprivations related to livelihoods, and particularly the living standards of women, children and youth. UN-Habitat, utilizing its urban profiling methodology, will support country teams in diagnosing the slum conditions in selected cities, undertake policy reviews and, through participatory processes, develop and implement citywide slum upgrading strategies and interventions;

(c) To enhance the capacity of slum communities to partner with national and local authorities, community members will be empowered through the right to participate in decision-making processes and through capacity-building for full participation. Furthermore, the UN-Habitat "community contracting" approach, which is widely utilized in Asia, will be adapted to empower communities to engage with local authorities and to directly implement community initiatives. Broad ownership and the clear roles and responsibilities of urban actors in coordinating bodies are crucial to sustaining continued efforts, the upscaling of housing and slum upgrading and prevention initiatives.

Subprogramme 6
Risk reduction and rehabilitation

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans

(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction
(c) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	(c) Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing

Strategy

12.29 The subprogramme will support the increase of resilience of cities to the impacts of natural and human-made disasters, and undertake recovery and rehabilitation in ways that advance sustainable urban development. The strategy for achieving the expected accomplishments is as follows:

(a) Facilitating coordination and supporting implementation of urban risk reduction, settlements recovery and shelter rehabilitation work through the provision of technical support to field operations, regional offices and other thematic branches of the agency; generating knowledge, lessons learned, tools, guidelines and policy; and contributing to inter-agency cooperation, partnerships and networking for emergency interventions linked to long-term technical and capacity-building support for countries facing or recovering from crisis to improve efficiency and facilitate early recovery;

(b) Providing substantive inputs to promote sustainable settlement recovery and reconstruction; maximizing the use of humanitarian funding to catalyse early recovery; and collaborating with humanitarian agencies and United Nations country teams to link humanitarian action to development planning processes at all levels;

(c) Facilitating the design and implementation of sustainable and equitable disaster risk reduction programmes for the Hyogo Framework for Action; promoting the development of appropriate legal and regulatory frameworks related to human settlements, addressing equitable land rights, security of tenure, long-term economic revitalization and local economic development, the provision of basic infrastructure, strategic land use planning and the restoration of urban environments; and promoting all post-crisis programming and projects associated with the urban risk reduction, settlement recovery and shelter rehabilitation projects to integrate gender responsive, youth-aware, environmentally friendly and rights-based approaches in strategic, incremental and capacity-development oriented activities designed with long-term goals.

Subprogramme 7
Research and capacity development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data
	(ii) Number of partner national statistical offices producing urban data and indicators
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(b) (i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation
	(ii) Increased number of partner countries producing national cities reports to enhance local and national policy planning
(c) Improved capacity of national and local authorities and partners to formulate evidence-based policies or programmes	(c) Increased number of partner national and local authorities and other Habitat Agenda partners that are formulating evidence-based policies or programmes

Strategy

12.30 The strategy for achieving the expected accomplishments is as follows:

(a) To improve the monitoring of urban conditions and trends, the subprogramme will specialize in a number of data and information, including the city prosperity index, streets and public space data, security of tenure, slums and income inequalities. The Urban Indicators Programme and the Urban Info Database System will be strengthened to contribute to preparations for Habitat III. A global sample of cities to be developed will include spatial data and new indicators to respond to emerging themes;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will analyse available data and information to generate knowledge and insights that can form a basis for improved policy formulation and implementation; publish and disseminate flagship documents on sustainable urban development issues; develop partnerships with knowledge centres, including research institutions and universities, with the aim of exchanging knowledge and experiences on sustainable urban development; promote dialogues with and among

practitioners in Member States to harness field-based knowledge and experience; and engage in the preparations for Habitat III and follow up on its outcome;

(c) To improve the capacity of national and local authorities and partners to formulate evidence-based policies or programmes, the subprogramme will work with the Habitat University Network Initiative, the Korea IUTC project, the Cities Alliance Dissemination Strategy for the Quick Guides on Housing the Poor in Africa, and the World Urban Forum. Moreover, a UN-Habitat Urban Institute of Excellence will be established to provide tailored services to all Habitat Agenda partners.

Legislative mandates

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
60/1	2005 World Summit Outcome
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/213	Fourth United Nations Conference on the Least Developed Countries
67/173	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions, decisions and agreed conclusions

2003/62	Coordinated implementation of the Habitat Agenda
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/21	Human settlements

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
20/15	Habitat Programme Managers and regional offices
21/2	Medium-term strategic and institutional plan for 2008-2013
23/1	Gender equality and empowerment of women in sustainable urban development
23/5	World Urban Forum
23/11	Work programme and budget of the United Nations Human Settlements Programme for the biennium 2012-2013
23/13	Governance of the United Nations Human Settlements Programme
24/4	Gender equality and women's empowerment to contribute to sustainable urban development
24/10	Urbanization and sustainable urban development in the post-2015 development agenda
24/13	Country activities by the United Nations Human Settlements Programme
24/15	Strategic plan for 2014-2019 and the work programme and budget of the United Nations Human Settlements Programme for the biennium 2014-2015

Subprogramme 1: Urban legislation, land and governance

Governing Council resolutions

20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
21/3	Guidelines on decentralization and strengthening of local authorities
21/9	Women's land and property rights and access to finance
22/1	Third session of the United Nations Conference on housing and sustainable development
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/5	Pursuing sustainable development through national urban policies

Subprogramme 2: Urban planning and design

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements
63/281	Climate change and its possible security implication

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/20	Thirteenth session of the Commission on Sustainable Development
22/3	Cities and climate change
23/4	Sustainable urban development through access to quality urban public spaces
24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning

Subprogramme 3: Urban economy

General Assembly resolutions

65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
67/215	Promotion of new and renewable sources of energy
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
67/289	The United Nations in global economic governance

Governing Council resolutions

22/4	Strengthening the development of urban young people
23/7	Urban youth development the next step
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor

24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/12	Youth and sustainable urban development

Subprogramme 4: Urban basic services

General Assembly resolutions

58/217	International Decade of Action, "Water for Life", 2005-2015
65/153	Follow-up of the International Year of Sanitation, 2008
67/291	Sanitation for All

Governing Council resolutions

22/8	Guidelines on access to basic services for all
23/12	Coordinated implementation of the guidelines on access to basic services for all and the guidelines on decentralization and strengthening of local authorities
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services

Subprogramme 5: Housing and slum upgrading

Governing Council resolutions

19/18	Human settlements development in the occupied Palestinian territories
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/1	Third session of the United Nations Conference on housing and sustainable development
23/3	Support for pro-poor housing
23/8	Third United Nations conference on housing and sustainable urban development

23/9	Global and national strategies and frameworks for improving the lives of slum-dwellers beyond the Millennium Development Goals target
23/16	Formulation of a global housing strategy
24/6	Supporting action for the creation of safer cities
24/7	Making slums history: a worldwide challenge
24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift
24/14	Inputs for and support to the preparatory process of the third United Nations conference on housing and sustainable urban development (Habitat III)

Subprogramme 6: Risk reduction and rehabilitation

General Assembly resolutions

59/239	Implementation of the outcome of the United Nations Conference on Human Settlements (HABITAT II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
61/200	Natural disasters and vulnerability
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/133	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
65/135	Humanitarian assistance, emergency relief, rehabilitation, recovery and reconstruction in response to the humanitarian emergency in Haiti, including the devastating effects of the earthquake
65/136	Emergency and reconstruction assistance to Haiti, Saint Lucia, Saint Vincent and the Grenadines and other countries affected by Hurricane Tomas
65/158	International cooperation to reduce the impact of the El Niño phenomenon
66/199	International Strategy for Disaster Reduction
67/231	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

Subprogramme 7: Research and capacity development

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
66/137	United Nations Declaration on Human Rights Education and Training